



UNIVERSITY OF NORTH TEXAS
G. Brint Ryan College of Business

MGMT 5550, Emerging Issues in Health Services Management

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COURSE INFORMATION

- MGMT 5550 / Emerging Issues in Health Services Management
- Spring / 2020 (8W2)
- MGMT 5550; Sections 001, 026; 3 Credit Hours
- This course is part of the Accelerated Online Program meeting completely online during session 2

Professor / Instructor Contact Information

- Tracy L. Dietz, Ph.D., Associate Dean for Assessment & Academic Reporting
- BLB 290F
- 940-565-3534 (voice); 940-565-4930 (FAX)
- Face-to-Face Office Hours are Monday from 9:30 am until 11:30 am. I am also available most other days by appointment.
- tracy.dietz@unt.edu

About the Professor / Instructor

I earned a doctorate in Sociology from UNT in 1995. Upon completion of the doctorate, I accepted a position as a post-doctoral research fellow at the University of New Hampshire to study scale development (metrics creation). I remained at UNH from January 1996 through July 1997. In August 1997, I began as a tenure-track professor in the Sociology and Anthropology department at the University of Central Florida and was tenured in 2003. In 2006, I accepted a position in the Office of the Provost at UCF where I managed our state mandated academic program assessment, worked on compliance issues related to both SACS (Southern Accreditation of Colleges and Schools) and program assessment (business, nursing, engineering, etc). I also served as chair of the IRB to ensure compliance with federal policies related to the treatment of human subjects in research protocols at the university. I came to UNT as Associate Dean in the College of Business in August 2009, where I oversee accreditation and academic reporting (U.S. News and World Report, for instance) and am a tenured associate professor in the Department of Management.

Materials – Text, Readings, Supplementary Readings

- Required readings are available electronically through the course Canvas page with ONE exception that can be obtained through electronic course reserves from the UNT Library. Links that are provided in your content modules represent required reading/viewing unless otherwise noted. I have provided links to online resources but in some cases you may need to log in to the UNT Library website using your EUID and password and then search for the item if you are at a location off site.

Course Description

- Investigation, analysis and discussion of emerging concepts, challenges and controversies relevant to management in health services settings. Examines a wide range of topics including economic, social, and organizational issues and their implications for management practice.
- Course is delivered in an accelerated, online format.
- The course explores some of the challenges that affect healthcare delivery today and in the future. Focus is on developing solutions to deliver healthcare appropriately while addressing these challenges.

Learning Objectives

- 1) To develop an understanding of the historical foundations of healthcare delivery and management in the U.S.
- 2) To develop an understanding for the business case for diversity, demographic trends, industry requirements, the ecological model, and a systems approach to diversity in the health services management industry.
- 3) To develop an understanding of the challenges associated with rising costs for healthcare delivery in the U.S.
- 4) To develop an understanding of the regulatory aspects of healthcare management.
- 5) To understand the ways in which technology is changing the delivery of healthcare and its management.
- 6) To develop an understanding of human capital shortages in the healthcare industry and assess opportunities for different models of training healthcare providers.
- 7) To develop an understanding of ethical issues affecting the management of healthcare initiatives.

Teaching Philosophy

Content in the module presentations are closely linked to the readings with the inclusion of additional supplementary materials used to enhance understanding of the material or to bring focus to a specific issue with respect to employment. Discussion topics are based upon material found in the readings and online modules, often based upon the application of what you have learned. Similarly, assignments will require the same application and critical thinking.

TECHNICAL REQUIREMENTS / ASSISTANCE

The following information has been provided to assist you in preparation for the technological aspect of the course.

UIT Help Desk: <http://www.unt.edu/helpdesk/index.htm>

Please visit <https://community.canvaslms.com/community/answers/guides/> for more information on browser and system requirements.

Minimum Technical Skills Needed:

Using the learning management system

Using email with attachments

Creating and submitting files in commonly used word processing program formats

Copying and pasting

Using spreadsheet programs

STUDENT TECHNICAL SUPPORT

The University of North Texas [UIT Student Helpdesk](#) provides student technical support in the use of Canvas and supported resources. The student help desk may be reached at:

Email: helpdesk@unt.edu

Phone: 940.565-2324

In Person: Sage Hall, Room 130

Our hours are:

- Monday-Thursday 8am-midnight
- Friday 8am-8pm
- Saturday 9am-5p
- Sunday 8am-midnight

ACCESS & NAVIGATION

Access and Log in Information

This course was developed and will be facilitated utilizing the University of North Texas' Learning Management System, Canvas. To get started with the course, please go to access the course through your My.UNT page.

You will need your EUID and password to log in to the course. If you do not know your EUID or have forgotten your password, please go to: <http://ams.unt.edu>.

Student Resources

As a student, you will have access to these resources:

- The Student Helpdesk is available at <https://it.unt.edu/helpdesk>
- If you have not used Canvas before, please consider reviewing materials found at <https://clear.unt.edu/canvas/student-resources>. The Canvas Getting Started and Canvas Student Guide can be used to answer most questions

Student Academic Support Services

Links to all of these services can be found on the [Academic Support tab](#) within Canvas.

- **Academic Resource Center:** buy textbooks and supplies, access academic catalogs and programs, register for classes, and more.
- **Center for Student Rights and Responsibilities:** provides Code of Student Conduct along with other useful links.
- **Office of Disability Accommodation:** ODA exist to prevent discrimination on the basis of disability and to help students reach a higher level of independence.
- **Counseling and Testing Services:** CTS provides counseling services to the UNT community as well as testing services; such as admissions testing, computer-based testing, career testing and other tests.
- **UNT Libraries:** online library services
- **Online Tutoring:** chat in real time, mark up your paper using drawing tools and edit the text of your paper with the tutor's help.
- **The Learning Center Support Programs:** various program links provided to enhance the student experience.
- **Supplemental Instruction:** program for every student, not just for students that are struggling.
- **UNT Writing Lab:** offers free writing tutoring to all UNT students, undergraduate and graduate.
- **Math Tutor Lab:** located in GAB, room 440.
- **Succeed at UNT:** how to be a successful student information.

Being a Successful Online Student

[-What Makes a Successful Online Student?](#)

[-Self Evaluation for Potential Online Students](#)

How the Course is Organized

The course is structured into 7 modules. The modules will include a presentation of related material and then students will be asked to post a response to a discussion topic and to make appropriate responses to others' posts or submit a short assignment. The date for the closing of each discussion (and when it will be graded) are provided in the course calendar below. Students will also be required to complete a mid-term exam and a final exam. These exams will be objective, multiple-choice/true false, essay, and short-

answer exams. Exams will be timed. Students may use any materials they desire but should keep the timer in mind.

What Should Students Do First?

To begin the course, start with the first module. Modules will be opened automatically at 8 am on the Friday of each week and will remain available until 8 am the following Friday.

How Students Should Proceed Each Week for Class Activities

Completion of modules should begin by the student reading the required content module and referenced reading and supplemental materials. In the module, make sure to review any videos, readings included in the module, and websites linked in the text of the presentation. After reviewing all related materials, students should respond to assigned discussion postings or develop the response to the assignments. Student are advised to keep these responses manageable (keep in mind the 2-3 page length). Rubrics are provided for more detail on how discussions and assignments will be evaluated.

COURSE REQUIREMENTS

1. The student will access and follow all course instructions found in the weekly/unit content area of the Canvas course.
2. The student will review all material provided in the presentation section of the module.
3. The student will complete the assigned 'online' exams/quizzes in the Canvas course. *These occur at the end of Module 4 and at the end of Module 7.*
4. The student will respond to posted online course discussion questions using the Canvas discussion tool.
5. The student will complete short activities described in the modules.
6. The student will complete and submit assignments (papers and case study responses) electronically using the Canvas assignment drop box tool/tab.

COMMUNICATIONS

Information about the communication tools in the course and how they will be used:

- Announcements
- Email / Messages
- Discussions

Interaction with Instructor and Other Students Statement: *Students are encouraged to contact me about individual matters or questions through my UNT email address, tracy.dietz@unt.edu. I will respond to other communication methods but typically have access to the above address most of the day and I may respond more quickly to the above.*

Students are encouraged to engage in PROFESSIONAL communication behaviors in this course. Remember that you can never foretell who may be your superior or someone you might want to work with on something in the future. Please remain courteous. This is not to say you should refrain from being critical or debating. But that critique and debate should always remain on a professional plane. Remember that in the electronic environment we cannot evaluate body language or paralanguage (how something is said rather than the meaning of the individual words). Before hitting send/submit reconsider what you have said to make sure it accurately reflects your sentiment and is not likely to be misinterpreted. If you are reading something that seems offensive, you should take a moment to reflect on whether there may be a miscommunication problem. From my experience, students rarely are trying to be offensive or overly critical of one another but sometimes it gets interpreted that way.

Some helpful tips for professional communication online:

- *Don't use all caps – it is intended to designate shouting.*
- *Respect other's privacy by maintaining confidentiality and being ethical.*
- *Use the "Would I say it in person" question before hitting submit.*
- *Remember that you are not the only one in the class and others may need/want to participate.*
- *When sending emails, don't reply all unless it is important to all.*
- *Don't engage in flaming.*
- *Try to use proper grammar, spelling, etc. Again, remember you never know who may be reading your postings.*
- *Remember that there is a difference between substantiated facts and opinions. Don't confuse the two in your postings.*
- *Remember that the students in the course may come from different professional backgrounds and be at different stages in their education. Please be considerate when using acronyms. It is helpful to include the spelled-out phrase/name.*

ASSESSMENT & GRADING

Assessments

This course is made up of a series of assignments and assessments to assist you in achieving the course learning objectives/outcomes. Each week you will work on various combinations of assignments, activities, discussions, readings, research, etc. which will be made available to you by each Monday and close on the following Monday morning.

1. **Mid-Term Examination:** This exam will be consist of short-answer and objective questions covering information from the class discussions and readings. The examination will be worth 100 points (25% of final grade). This will be a timed test.
2. **Final Examination:** This exam will be consist of short-answer and objective questions covering information from the modules, discussions and readings for the entire semester. The examination will be worth 75 points (18.75% of final grade). This will be a timed test.
3. **Discussion Postings:** Throughout the semester you will be prompted to participate in online discussions relating to the material in the content modules. These discussions will be worth 12.5 points each. (Total of FOUR Discussion Postings = 12.5% of final grade).
4. **Short Module Assignments:** Throughout the semester you will be asked to complete some short assignments/written papers. These assignments will be worth 25 points each. (Total of THREE assignments = 18.75% of final grade).
5. **Course Paper:** This paper will consist of your discussion of a relevant topic to the course. The paper will be 1500-2000 words and will be worth 100 points (25% of final grade).

6. All seminar participants should follow all rules regarding academic integrity. Any student who violates this standard will be prosecuted to the fullest extent of the UNT regulations. Do not cheat and do not plagiarize. Doing so will result in my filing a formal complaint with the appropriate dean and failing you for the semester or assignment. If you quote exactly from a source, you must use quotation marks and reference precisely (including page number) and if you paraphrase you must reference appropriately. Failure to do so equates to plagiarizing and can result in your failure of the course and dismissal from the university with disciplinary notations on your transcript. However, you should note that using any material that is not common knowledge or your own independent, original thought must be referenced. For more information please go to http://owl.english.purdue.edu/handouts/research/r_plagiar.html.

Grading

Total Points Possible for Semester = 400

| | | |
|-----------|---------------|---|
| 360-400 | 90-100% | A |
| 320-359 | 80-89.99% | B |
| 280-319 | 70-79.99% | C |
| 240-279 | 60-69.99% | D |
| Below 240 | Less than 60% | F |

The Week

Unless otherwise noted, each new week begins at 8 am on Friday. Anything that is due is due at that time (for instance an activity for Module 1 will be due at 8 AM on the first Friday of class – March 20). If you turn in an assignment, paper, etc. late (which is 8:01 am) your grade will be docked 5 points for each 24-hour period.

Assignment Submission Instructions

To submit discussion postings, access the discussion board and submit your original or follow-up post to the appropriate discussion thread.

To access and submit exams, you will go to the “assessment” section after completing Module 4 and Module 8. Exams will be completed and submitted online. Each quiz is timed and can be accessed only one time within the scheduled time window. Please read the on-screen instructions carefully before you click “Begin Assessment”. After each quiz is graded and released, you may go back to the Assessments page and click “View All Submissions” to review your exam results.

Papers should be constructed in a word processing program and submitted as either a Word or PDF file through the course assignment drop box.

Follow instructions provided in modules for the activities.

ACADEMIC CALENDAR/COURSE DESIGN

| Mod# | Module | Assignments/Activities Due | Assignment Due |
|------|------------------------------------|---|---------------------------|
| 1 | Healthcare in the US – A History | Review Content Module and Participate in the Discussion Posting for that Module | 8:00 am, Friday, March 20 |
| 2 | Diversity and Access in Healthcare | Review Content Module and Submit Assignment to Accompany module | 8:00 am, Friday, March 27 |
| 3 | Cost Containment | Review Content Module and Submit Assignment to Accompany module | 8:00 am, Friday, April 3 |
| 4 | Regulatory Compliance | Review Content Module and Participate in the Discussion Posting for that Module | 8:00 am, Friday, April 10 |
| 1-4 | Mid-Term Exam | Opens at 8:00 am, Friday, April 5 and closes at 8:00 am Friday, April 12 | 8:00 am, Friday, April 10 |
| 5 | Technology | Review Content Module and Participate in the Discussion Posting for that Module | 8:00 am, Friday, April 17 |

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|-----|--|--|-------------------------------------|
| 6 | Medical and Healthcare Education | Review Content Module and Submit Assignment to Accompany module | 8:00 am, Friday, April 24 |
| 7 | Emerging Ethical Issues in Medicine and Healthcare | Review Content Module and Participate in the Discussion Posting for that Module | 8:00 am, Friday, May 1 |
| 5-8 | Final Exam | Final Exam opens at 8:00 am on Friday, May 1 and closes at 8:00 am on Wednesday, May 6. | Final Exam Due 5/6//20, 8 am |

COURSE EVALUATION

Course evaluations will be conducted at the end of the semester via SPOT. The College asks that all students complete the course assessment. If 85% or more of those enrolled complete the SPOT assessment, I will award a 1% bonus to everyone's grade.

SCHOLARLY EXPECTATIONS

All works submitted for credit must be original works created by the scholar uniquely for the class. It is considered inappropriate and unethical, particularly at the graduate level, to make duplicate submissions of a single work for credit in multiple classes, unless specifically requested by the instructor. Work submitted at the graduate level is expected to demonstrate higher-order thinking skills and be of significantly higher quality than work produced at the undergraduate level.

RESOURCES

Links to Academic Support Services, such as Office of Disability Accommodation, Counseling and Testing Services, UNT Libraries, Online Tutoring, UNT Writing Lab and Math Tutor Lab can be located within Canvas on the “Academic Support” tab.

UNT Portal: <http://my.unt.edu>

UNT Canvas Student Resources: Technical Support: <http://www.unt.edu/helpdesk/>

UNT Library Information for Off-Campus Users:

<http://www.library.unt.edu/services/facilities-and-systems/campus-access>

UNT Computing and Information Technology Center:

<http://citc.unt.edu/services-solutions/students>

UNT Academic Resources for Students: <http://www.unt.edu/academics.htm>

Computer Labs: *[provide information if departmental labs are available for use to students]*. General access computer lab information (including locations and hours of operation) can be located at:

<http://www.gacl.unt.edu/>

COURSE POLICIES

Assignment Policy

Due dates for assignments are located in the instructions for each assignment. However, the general rule is that all assignments will be due at 8 am on the Friday of that week's module. The next assignment will then open at that time. The only exception to this is the final module (#8) and the final exam which are due at 8 am on May 6, 2020.

Examination Policy

If you lose connectivity during the timed, mid-term exam immediately attempt to log back in and complete the exam. If additional problems occur, please contact the Help Desk to obtain a record of the problem (obtain a remedy ticket number) and contact me via email immediately, providing that ticket number. Failure to make these contacts will result in no remedy for the issue. Students are given one week to complete each exam and thus make-ups are generally not granted. Only in EXTREME Circumstances will I allow a make-up exam. Such circumstances will require appropriate documentation.

Exam 1 will cover the material from modules 1-4

Exam 2 will cover the material from modules 5-8. Please note that you will not have the full week to complete this exam. It will be due no later than 8 am, May 6, 2020, to ensure grades can be turned in on time.

Instructor Responsibilities and Feedback

- *My responsibility in the course is helping students grow and learn; responsible for providing clear instructions for projects and assessments, answer questions about assignments, identify additional resources as necessary, provide rubrics, continually reviewing and updating course content, etc.;*

- I will provide **feedback** within 24 hours during the work week and no later than Monday morning, 10 am, if you contact me over the weekend. I will make every effort to have discussion posting and assignments graded no later than Monday of the week AFTER they are due.

Late Work

Late work will not be accepted except under extreme, documented circumstances.

Class Participation

Students are required to login regularly to the online class site. The instructor will use the tracking feature in Canvas to monitor student activity. Students are also required to participate in all class activities such as discussion board, chat or conference sessions and group projects.

Virtual Classroom Citizenship

The same guidelines that apply to traditional classes should be observed in the virtual classroom environment. Please use proper netiquette when interacting with class members and the professor.

Incompletes

I generally do not award incompletes in courses. Should a circumstance arise that you are unable to complete the course and it is after withdrawal deadline, please be prepared to provide documentation of why you cannot complete the course.

Copyright Notice

Some or all of the materials on this course Web site may be protected by copyright. Federal copyright law prohibits the reproduction, distribution, public performance, or public display of copyrighted materials without the express and written permission of the copyright owner, unless fair use or another exemption under copyright law applies. Additional copyright information may be located at: <http://copyright.unt.edu>.

Syllabus Change Policy

It should be anticipated that the syllabus will remain as provided. Under extreme circumstance (recall the winter that UNT closed the entire week of finals), it may be necessary to alter the syllabus or timeline. If I discover it necessary to alter the syllabus, you will be informed via email and an announcement on the course website.

Policy on Server Unavailability or Other Technical Difficulties

The University is committed to providing a reliable online course system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will extend the time windows and provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and also contact the UNT Student Help Desk: helpdesk@unt.edu or 940.565.2324. Obtain a ticket number from the helpdesk and send to me. With this information, the instructor and the UNT Student Help Desk will work with the student to resolve any issues at the earliest possible time.

UNT POLICIES

Student Conduct and Discipline: [Student Handbook](#).

Please refer to the UNT Faculty Handbook or your department regarding the Student Code of Conduct Policy.

Academic Honesty Policy

You are encouraged to become familiar with the University's Policy of Academic dishonesty found in the [Student Handbook](#). The content of the Handbook applies to this course. Additionally, the following specific requirements will be expected in this class: (enter specific requirements). If you are in doubt regarding the requirements, please consult with me before you complete any requirements of the course.

ADA Policy

As per the Office of Disability Accommodation, a syllabus for a course SHALL include the following statement:

The University of North Texas makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request accommodations at any time, however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of accommodation during faculty office hours or by appointment. Faculty members have the authority to ask students to discuss such letters during their designated office hours to protect the privacy of the student. For additional information see the Office of Disability Accommodation website at <http://disability.unt.edu/>. You may also contact them by phone at [940.565.4323](tel:940.565.4323).

Add/Drop Policy

Please refer to the UNT Faculty Handbook or your department regarding the Add/Drop Policy.

Important Notice for F-1 Students taking Distance Education Courses:

Federal Regulation

To read detailed Immigration and Customs Enforcement regulations for F-1 students taking online courses, please go to the Electronic Code of Federal Regulations website at <http://www.oea.gov/index.php/links/electronic-code-of-federal-regulations>. The specific portion concerning distance education courses is located at "Title 8 CFR 214.2 Paragraph (f) (6) (i) (G)" and can be found buried within this document: <http://www.gpo.gov/fdsys/pkg/CFR-2012-title8-vol1/xml/CFR-2012-title8-vol1-sec214-2.xml>

The paragraph reads:

(G) For F–1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the full course of study requirement if the class is taken on-line or through distance education and does not require the student's physical attendance for classes, examination or other purposes integral to completion of the class. An on-line or distance education course is a course that is offered principally through the use of television, audio, or computer transmission including open broadcast, closed circuit, cable, microwave, or satellite, audio conferencing, or computer conferencing. If the F–1 student's course of study is in a language study program, no on-line or distance education classes may be considered to count toward a student's full course of study requirement.

University of North Texas Compliance

To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course.

If such an on-campus activity is required, it is the student's responsibility to do the following:

- (1) Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course.
- (2) Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Student and Scholar Services Office. ISSS has a form available that you may use for this purpose.

Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, s/he should contact the UNT International Student and Scholar Services Office (telephone 940-565-2195 or email internationaladvising@unt.edu) to get clarification before the one-week deadline.